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on 13 November 1964

*A few mentions  
of Cuba, missile issue  
Nothing JFK  
Related  
D 10/28/98*





Approved For Release 2003/11/04 : CIA-RDP80B01676R001500010002-5

Executive Registry  
64-77822

DEPARTMENT OF STATE

FOREIGN SERVICE INSTITUTE

WASHINGTON

The Senior Seminar in Foreign Policy

November 18, 1964

Dear Pat:

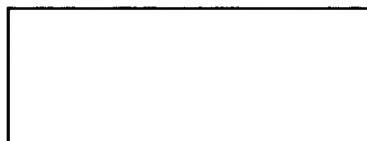
You and your colleagues did extremely well by the Senior Seminar last Friday. Your washing machines turned and we all emerged spotless above the ears!

All of the Seminararians were impressed by the fact that you fielded your First Team and gave us that excellent lunch in your Executive Dining Room.

It was a particular pleasure for me to see you again and to be reminded of the skillful use you make of the horse-holding, country boy gambit.

Polly joins me in sending our best wishes to you both.

Yours ever,



ILLEGIB

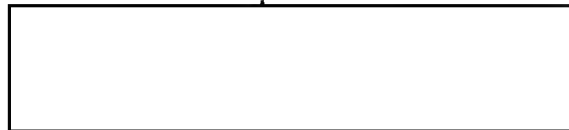
Lt. General Marshall S. Carter,  
Deputy Director of Central Intelligence,  
The Central Intelligence Agency.

-----  
From O/FSI - G. Lewis Jones

18 November 1964

MEMORANDUM FOR: General Carter

Many thanks for hosting the lunch for and speaking to the Senior Seminar in Foreign Policy last Friday. The Seminar visit was quite a success. Were I to repeat here all the complimentary and laudatory comments since voiced by Seminar members, this would become an overly saccharine epistle instead of the brief reportorial and thank-you note that it is. Whether you call it horse-holding or not, you as well as all the other speakers seem to have impressed the group greatly. It was a good day and I have been basking in reflected glory. Again, many thanks.



STAT

SECRET  
EYES ONLY

12 November 1964

General Carter:

Following are a couple of items you may wish to be mulling over.

1. As you know, the Senior Seminar in Foreign Policy will be here in the Agency all day tomorrow, 13 November. DCI will address the group for 20 minutes beginning at 10:00 a.m. He plans to discuss the role of the DCI. Cline will talk on Intelligence as used in formulating policy, Bud will talk on the role of Science and Technology, and Dick will speak on the Clandestine Services. Kirk is opening the whole session at 9:00 a.m. and will discuss the Intelligence Community.

You are scheduled to host a luncheon and to make closing remarks from 1545 to 1600.

The subjects being covered by our speakers leave what appears to be little for formal remarks by you, and I am not drafting up anything for you. I believe you would do best to make a few remarks to underline and emphasize the kinds of controls (303 Committee, PFIAB, Congressional Committees, ~~etc.~~) we have on our work and then to throw the thing open to questions which may have occurred to the group during the course of the day.

Please let me know if you want me to draft anything up for you.

25X1

2. I understand that the DCI, [REDACTED]

[REDACTED] has asked that a meeting be arranged early next week to include DDI, DDS&T, DDP, and you for further discussions of this project. In view of the fact that you will not be here, is there any particular view you want to register when the meeting is held?

25X1 *Closing Remarks - not even an obituary!!*  
Lt. Middy Cruise  
Lt. Ann C/S NORAD 3 yrs.

State 3 yrs.

NWC - State Stu -

DOD Ciria -

*HK*  
HK

SECRET  
EYES ONLY

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MEMORANDUM FOR: General Carter

You have already agreed to host a luncheon for students of the Senior Seminar in Foreign Policy who will visit CIA on 13 November. OCR has now asked if you would deliver a closing address to the group from 3:45-4:00 that afternoon. (They have asked the DCI to deliver the opening address but have no reply yet.) Do you want to do this? Yes ☒ No ☐

Barbara (10 Oct)  
(DATE)

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STAT

25X1

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General Carter:

You will recall that you agreed to host a luncheon for participants in the Senior Seminar in Foreign Policy, Foreign Service Institute, Department of State, on 13 November. Present at the lunch will be three faculty members (Ambassador G. Lewis Jones, Mr. Julian Nugent, and Mr. Alan Neuschatz), 25 students, and you. This makes a total of 29 people. The dining room holds 32 people so 3 more people could be invited. OCR Liaison thinks it would be desirable to have a few more Agency officials present but wanted to check it out with you. If you agree, who would you like to be present? \_\_\_\_\_

Barbara (3 Nov)

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Rita:

As you know, General Carter is hosting a lunch for participants in the Senior Seminar in Foreign Policy. Present at the lunch will be three faculty members (Ambassador G. Lewis Jones, Mr. Julian Nugent, and Mr. Alan Neuschatz), 25 students and General Carter. This makes a total of 29 people. The dining room holds 32 people so 3 more could be invited. OCR Liaison thinks it would be desirable to have a few more Agency officials present.

It is presently planned to have General Carter, Ambassador Jones, 25X1 and the two CIA participants ( [ ] of DD/I and [ ] of DD/P) 25X1 at the head table which will seat 4.

Would you please obtain Mr. Kirkpatrick's advice as to whom he thinks should be invited to fill the three vacancies?

Thanks,

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THE COMMANDING GENERAL  
UNITED STATES ARMY AIR DEFENSE CENTER  
FORT BLISS, TEXAS

Dear Art-

26 Oct.

We are anxiously awaiting  
your arrival in the Great  
and Fabulous Southwest - Ruth  
has the room all ready for  
you in Qtrs 302.

I hope your gal Friday will  
pass the word as to your ETA -  
so we can be meeting and greeting  
the right aircraft.

Our best to Burt -

13 November 1964

Major General Tom V. Stayton  
Commandant  
U. S. Army Air Defense School  
Fort Bliss, Texas

Dear Tom:

Sure am sorry I had to bug out on my 5 November date with you -- I ended up in the hospital in Honolulu for five days with a strept throat and several other ailments normally acquired in the Far East but penicillin cured everything!! However, I was in no shape to be flying any place and in fact am still having coughing fits and other signs of senility.

If you still want me to come down sometime, give me an idea of when it might be most convenient.

With my thanks again, and Preot joins me in warm regards to Torchy and you.

Faithfully yours,

*15/ Pat*

Marshall S. Carter  
Lieutenant General, USA

MSC:blp

Distribution:

Original - Addressee

① DDCI (Speech File)

1 - ER

NOV 13 1964

ER-44/6969

15 October 1964

Air Defense School  
Attention: Director of Instruction  
Fort Bliss, Texas 79116

Dear Captain Bush:

In accordance with our conversation this morning, I am attaching the biographic sketch on General Marshall S. Carter which you requested. As I indicated to you, I will advise you of the details of General Carter's trip as soon as they are firm.

If there is anything else you will need, please let me know.

Sincerely,

  
Executive Assistant

STAT

Attachment:  
Biographic Sketch

O/DDCI;blh  
Distribution:  
0 - Adse  
1 - ER  
1 - EA/DDCI

Approved For Release 2003/11/04 : CIA-RDP80B01676R001500010002-5  
FOR THE RECORD.

In accordance with General Carter's telephonic instructions to me on 29 October, I called General Stayton at Fort Bliss to advise him that General Carter had picked up a bronchial infection during a trip out of the country; that he had been hospitalized and was not returning to Washington until Saturday, 31 October, and General Carter did not feel he would be well enough to make his planned trip to El Paso to speak on 5 November. I asked General Stayton if he wished to postpone or cancel the speech.

General Stayton fully understood General Carter's inability to go to El Paso, stating that General Carter's health "comes first," that he would like very much to have General Carter speak at El Paso some other time. He said he would check to see when a speech could be fit into one of the classes. The present class ends in December, and General Stayton said it might be best to schedule the speech for the next class, perhaps after the first of the year. He said perhaps General Carter could give him an estimate of when he (General Carter) would have some open time. I told General Stayton that General Carter was very sorry to cancel at the last minute, that I knew he would like to go to Fort Bliss sometime, and that I felt sure General Carter would be in contact with him upon his return.

5 November

presentation

Luncheon sked  
right after briefing  
noon. Tentative yes.

Lt. ShangreauX  
568 4887 or El Paso  
568 2694

Briefing will be given  
on 5th Beginning  
at 1030 ; run til noon  
1 hr speech; 30 minutes  
for questions & answers

Must be SECRET - ~~TS~~ throughout  
Basic Officers course

By tomorrow  
Oct 14 global briefing  
Clean up version of those par  
Scope of functions  
definitions

STAT

John  
McMahon

Whelan's revision  
to Dec letter to  
Cy Vance re  
2/2/73 or 3/30/73  
of business

*25 Oct*  
*Barb'*

DD/I

Attached is a letter which arranges for a DDCI speech at the U.S. Army Air Defense School at Fort Bliss, Texas, on 5 ~~Nov.~~ <sup>Nov.</sup> DDCI plans to leave for El Paso some time on 4 Nov. and would appreciate a draft speech sometime around the end of October.

The title "CIA Activities" is somewhat misleading. I think we can rely on the usual threat briefing and a rundown of world trouble spots. The presentation should be pitched to about 45 mins. to one hour. The General wants to go a little heavy on Communist air defense and wants to ~~highlight~~ advertise the kinds of things we learned from [redacted]

*W morning*  
*of 4th*  
*El Paso -*  
*early*  
*aft.*

*If Opn Understat*  
*reception*  
*would appreciate*  
*invite. STAT*

8/26/64

*Gulfstream*  
*if possible*

*go on*  
*4th; stay*  
*night of*  
*4th and 5th*  
*and return*  
*on 6th.*

CENTRAL INTELLIGENCE AGENCY

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OFFICE OF THE DEPUTY DIRECTOR

Hank -

Please have  
a good one done  
for me - if possible  
a little heavy on air  
- threat, capabilities,  
Defense - requirements etc.

STAT

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STAT



U.S. ARMY AIR DEFENSE SCHOOL  
OFFICE OF THE COMMANDANT  
FORT BLISS, TEXAS

14 AUG 1964

AKBAAS-C

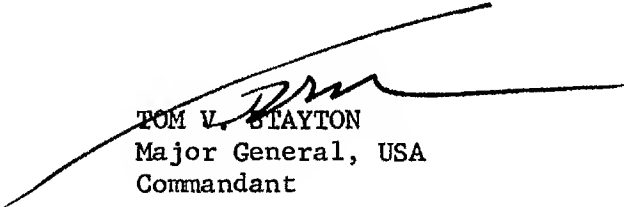
Dear Pat:

We are delighted to have you come our way. The 5th of November will be fine.

The topic "CIA Activities" will be most stimulating. The School has a high programed input of career officers during November. This is indeed an opportune time for you to make your presentation.

The audience for your presentation will be cleared for SECRET NOFORN. More details will be arranged through your office at a later date.

Sincerely,



TOM V. STAYTON  
Major General, USA  
Commandant

Lieutenant General Marshall S. Carter  
Deputy Director  
Central Intelligence Agency  
Washington, D.C. 20505

Executive Registry

64-8284/A

27 July 1964

Major General Tom V. Stayton  
Commandant  
U. S. Army Air Defense School  
Fort Bliss, Texas

Dear Tom:

Many thanks for your letter of 12 June telling me about kissing 600 cadets goodbye -- I would have replied sooner but the Message Center sent your letter down to our Office of Security to determine if you were the type of fellow I should be writing to!!

As for my trip to El Paso, I could probably plan on coming down on the fifth and have a reasonably good chance of making it. I would fly down on the afternoon of the fourth, spend the night, give my talk the next day, and quietly bug out shortly thereafter. This, of course, is highly tentative at this stage of the game -- in this vale of tears one never knows what may happen by November -- but I would be happy to plan on it.

Please let me know at your convenience what time you want me to talk, for how long, and what about -- I would probably prefer a strictly U. S. audience at a Secret level but can conform to whatever your requirements are.

Glad that Torchy is back in good shape and hope all goes well with you both.

Faithfully yours,

70F SS & JR BH .075/ Pat

Marshall S. Carter  
Lieutenant General, USA  
Deputy Director

MSC:blp

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Distribution:

Original - Addressee ✓ 1 - DDCI 1 - ER

U.S. ARMY AIR DEFENSE SCHOOL  
OFFICE OF THE COMMANDANT  
FORT BLISS, TEXAS

Executive Registry
64-5284

12 June 1964


Dear Pat:

Just kissed 600 Kaydets goodbye. This year's program was most successful. I think the AD Artillery made some sales.

Sorry you can't make the latter part of August. It looks like the pickin's on class size will be slim until late October. Would you consider an early November date? Say 3 or 5 November?

Best to Préot. Torchy is back in harness after her gall bladder operation in April.

Sincerely,



TOM V. STAYTON  
Major General, USA  
Commandant

Lieutenant General Marshall S. Carter  
Deputy Director  
Central Intelligence Agency  
Washington, D. C. 20505

60-3346/a

9 May 1964

Major General Tom V. Stayton  
Commandant  
U. S. Army Air Defense Center  
Fort Bliss, Texas 79916

Dear Tom:

Many thanks for your letter of 30 April inviting me to talk to the career officer students and other Fort Bliss personnel on the 25th or 27th of August.

I would much enjoy talking to the School but I am unable to meet you on either of those two dates. The situation is such here in Washington (and the world, for that matter) that Mr. McCone and I feel that one of us must be here all the time. Since he will be out of town over that period, I cannot leave.

I could get down sometime during August but before the 22nd, or practically any time after Labor Day. This is somewhat nebulous because our plans beyond that are pretty flexible.

Sorry I can't meet your dates but I'm still open to an invitation for some other time.

Faithfully yours,

/s/ Pat

Marshall S. Carter  
Lieutenant General, USA

Love to Torchy -

MSC:blp

Distribution:

Original - Addressee

1 - DDCI w/basic

1 - ER

WHL 11 4 32 bH.24

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HEADQUARTERS  
U.S. ARMY AIR DEFENSE CENTER  
OFFICE OF THE COMMANDING GENERAL  
Fort Bliss, Texas 79916

30 April 1964

Dear Pat:

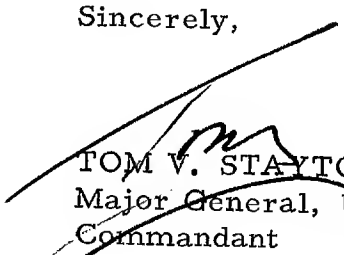
The U. S. Army Air Defense School still has a Guest Speaker Program to broaden the education of staff and faculty personnel and officer students by providing knowledge and stimulating thought on current and future military activities.

We certainly would like to have you visit us in the near future and present a talk to our officer classes and other Bliss personnel. The "CIA Activities" or any other subject you desire to discuss would be agreeable with us.

I suggest 25 or 27 August 1964 for your talk in order to provide an opportunity for maximum number of career officer students to attend. If these dates do not fit into your schedule, please let me know. Our schedules are flexible enough to arrange other dates.

Ruth joins in sending warmest personal regards to you and Préot. We hope to see you soon at Fort Bliss.

Sincerely,



TOM V. STAYTON  
Major General, USA  
Commandant

Lieutenant General Marshall S. Carter  
Deputy Director  
Central Intelligence Agency  
Washington, D. C.



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MEMORANDUM FOR: The Record

Due to General Carter's hospitalization in Honolulu which delayed his return to Washington, I canceled his speech for Friday, 30 October.

BLP

                      
(DATE)

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12 October 1964

MEMORANDUM FOR: **General Marshall Carter**

FROM : Chief, Orientation Faculty, IS

SUBJECT : Participation in the Intelligence Review

1. The following summary of grade levels and years of service of students who have taken the Intelligence Review Course may be of help to you in preparing your presentation:

Median grade: GS-13  
Average length of service: 12 years  
Components represented: DDI, DDP, DDS, DD/S&T

2. Attached for your information are copies of the course schedule and the major objectives of the course, which may be of some assistance in planning your presentation.

3. If you have any question about your participation or if you require any additional administrative support, please call on Extension

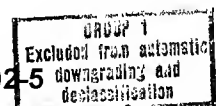
4. The Office of Training appreciates the importance of your participation in this program on **Friday, 30 October.**

25X1

Attachments:

- (1) IR Course Schedule
- (2) Course Objectives

C-O-N-F-I-D-E-N-T-I-A-L





INTELLIGENCE REVIEW (9)  
19-30 October 1964  
Room 1A-i3, Headquarters

FIRST WEEK

Monday, 19 October

0845-0930 Registration: Introduction to the Course  
0945-1100 Forecast of Intelligence Support Needed In  
Policy Determination  
1120-1200 Student Seminar Groups: Introduction  
1300-1400 Organization for National Security Policy  
1415-1450 Characteristics of Agency Personnel: Introduction  
1500-1630 A Current Appraisal of the Central Intelligence  
Concept



25X1

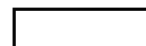
Kirkpatrick

Tuesday, 20 October

0900-1010 Role of Intelligence in the Formulation of  
National Security Policy  
1030-1130 The Role of D/NIPE  
1230-1310 Area Film: Latin America  
1315-1415 Legislative Relationships  
1430-1510 Current Role of the Inspector General  
1520-1630 Seminar Groups: First Organization Meeting

Cooper

Bross



25X1

Earman

Wednesday, 21 October

0900-1010 The Budget, Program Analysis and Manpower  
Function  
1030-1200 The Collection Factor  
1300-1400 The Collection Guidance Staff  
1420-1550 The Role of the DDI  
1600-1630 Seminar meetings



25X1

Cline

S-E-C-R-E-T

S-E-C-R-E-T

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Thursday, 22 October

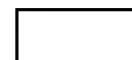
0900-1010 Indications Intelligence: Current Status



25X1

1030-1200 Training Film: Resume

1300-1415 State Department Intelligence (INR)



25X1

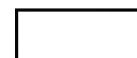
1430-1545 Photographic Intelligence: Role of NPIC

Lundahl

1600-1630 Seminar meetings

Friday, 23 October

0900-1030 Research and Reference Facilities: Problems and Future Developments



25X1

1045-1430 The Production Factor: Problems and Responsibilities of CIA in the Production of National and Other Categories of Intelligence

Panel

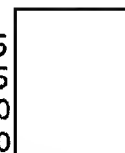
1045-1115

1125-1155

1300-1330

1340-1410

1420-1450 Kent



25X1

1510-1630 Panel Discussion

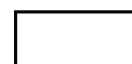
DDI Panel

SECOND WEEK

Monday, 26 October

0900-1030 Film: Introduction to Intelligence, Part IV

1045-1200 The DDS&T Mission



25X1

1300-1410 Role of the Computer in Analysis

Becker

1430-1600 Current Activities and Trends in the Clandestine Services



25X1

1610-1630 Student Discussion Period

Tuesday, 27 October

0900-1000 Seminar meetings

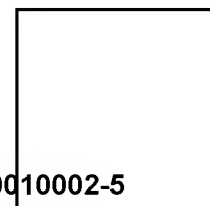
1020-1130 Current Activities and Trends in the DD/S

White

1140-1200 Film: Small Town

1300-1400 Logistical Support of Agency Activities

1420-1520 Agency Communications



25X1

1530-1630 Approved For Release 2003/11/04 : CIA-RDP80B01676R001500010002-5

S-E-C-R-E-T

S-E-C-R-E-T

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Wednesday, 28 October

0900-1000	Training Trends and Developments	Balrd	
1015-1145	Military Intelligence (DIA)	<input type="text"/>	25X1
1130-1200	Seminar meetings	<input type="text"/>	25X1
1300-1415	International Communism: Current Status	<input type="text"/>	
1430-1630	Counterinsurgency Panel	<input type="text"/> (Chairman) with Representatives from other agencies	25X1

Thursday, 29 October

0900-1000	Foreign Intelligence Organizations:	<input type="text"/>	<input type="text"/>	25X1
1020-1120	Foreign Intelligence Organizations: The U.S.S.R.	<input type="text"/>		25X1
1130-1220	Historical Intelligence Collection		Pforzheimer	
1320-1410	Characteristics of Agency Personnel: Summary and Conclusion	<input type="text"/>		25X1
1430-1630	Final Seminar meetings			

Friday, 30 October

0900-1200	Seminar Reports		
1315-1415	CIA's Public Image		Chretien
1430-1530	Closing Address		Gen. Carter
1530-1630	Critique and Final Administration		

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S-E-C-R-E-T

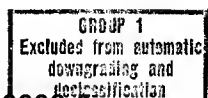
## INTELLIGENCE REVIEW

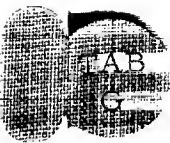
### COURSE OBJECTIVES

To provide an opportunity for experienced personnel to:

- (1) review the current state of the intelligence profession;
- (2) to examine organizational changes and inter-relationships;
- (3) to review intelligence objectives and requirements;
- (4) to examine the current status of the intelligence process; and
- (5) to consider future trends.

S-E-C-R-E-T





64-7494/A

13 November 1964

Major General J. Stanley Holtoner  
Commandant  
Armed Forces Staff College  
Norfolk, Virginia 23511

Dear General Holtoner:

Thank you very much for your letter reporting on Mr. Kirkpatrick's presentation to the Armed Forces Staff College.

I am sure you understand why I was unable to be there, and I am sure you also appreciate that by having Kirk do the job for me, you got by far the best part of the bargain.

Please be assured we stand ready to send you speakers whenever you call for them.

Faithfully yours,

15/  
Marshall S. Carter  
Lieutenant General, USA

MSC:blp

Distribution:

Original - Addressee

✓ 1 - DDCI

1 - Executive Director

1 - ER

1 - DTR

ARMED FORCES STAFF COLLEGE  
OFFICE OF THE COMMANDANT  
NORFOLK, VIRGINIA 23511



NOV 10 '64

Lieutenant General Marshall S. Carter, USA  
Deputy Director  
Central Intelligence Agency  
Washington, D. C.

Dear General Carter:

Mr. Kirkpatrick gave the students of the Thirty-sixth Class an outstanding presentation on the Central Intelligence Agency. He is an accomplished speaker, as you know, and this facility along with his wealth of knowledge on the subject enabled him to explain the complex operations and organization of the Agency brilliantly.

Thank you for selecting him as your substitute. He made a significant contribution to our curriculum.

Sincerely,

A handwritten signature in dark ink, appearing to read "J. Stanley Holtoner", is written above the typed name.

J. STANLEY HOLTNER  
Major General, USAF  
Commandant

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FOR THE RECORD:

When it became necessary for General Carter to make a trip to the Far East, departing Washington on 17 October and not returning until after 26 October, Mr. Kirkpatrick called the Armed Forces Staff College to see if an alternate date for General Carter's speech could be arranged. It was agreed that General Carter would speak at 8:00 a.m., on 30 October. Subsequently, however, it was determined that General Carter would not arrive back from the Far East until the night of 29 October and he would not be able to be in Norfolk the next morning. General Carter therefore called the Armed Forces Staff College to explain this and say that Mr. Kirkpatrick would substitute for him. General Carter apologized and said that he would be delighted to speak at the College at some other time -- that they could even call on him at the last minute if they ever needed a substitute for a speaker who had to cancel out at the last minute.

BLP (21 Oct 64)

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*Spencer file*

DDCI REMARKS TO 36th CLASS OF ARMED FORCES STAFF  
COLLEGE, NORFOLK, VIRGINIA  
26 October 1964

Good morning, gentlemen:

And thank you very much for that fine obituary, General. I am particularly happy to be here in the Tidewater area this morning, not alone because of the privilege of addressing you but because it brings back many fond memories. It so happens that I was born at Fort Monroe, Virginia, just across the Bay here about 75 years ago, and have been stationed there several times since. I also have fond memories of an incident that occurred when I was at the National War College. You will recall that during the '49 and '50 era, the Air Force and the Navy were having violent arguments about whether to spend a limited military budget on B-36 bombers or super-carriers. About this time, one of the Navy's boats (it was the USS Missouri and I know should be called a ship) ran aground on a sand bar right out in the back yard here in the Bay. For several days, Navy support equipment was unable to shake her loose. I am sure you can imagine the consternation resulting and the near riot that was barely averted when an Air Force officer proposed in open forum at the National War College that the Air Force supply a B-36 for a "snatch job" to get the Missouri off the sand bar. Needless to say, that officer, then a Colonel, is now a four-star General!!

- 2 -

(Another anecdote which I may work in if I have time:)

I hope those of you who read my obituary noticed that my first military assignment as a young officer was with the U. S. Navy on the Midshipmen's Summer Cruise in 1931. I was the first West Pointer ever to be sent on a Cruise and in fact dreamed up the idea myself as a free trip to Europe rather than any long-range prospects for integrating the Armed Forces. Nevertheless, the Navy was stuck with me and in addition to giving me two 3" gun crews to train and requiring me to take a course in Celestial Navigation, the Admiral was so intrigued at the idea of having an Army officer on board, especially one wearing breeches and boots and carrying a saber that he appointed me his Army Aide. An Admiral having an Army Aide was probably also a first in the history of our military services. Every time we arrived at a foreign port I would receive a message from the Flag Ship, the Arkansas, to the ship I was on, the Wyoming, directing me as the Admiral's Army Aide to report to him in full-dress uniform for his official call on the American Consul General. I did this at four different ports with what I can describe only as appropriate pomp and ceremony. Upon our return to this beautiful city of Norfolk in preparation for our target practice firings off shore, I received my fifth message directing me to report to the Admiral at such and such a time to accompany him on his official call to the American Consul General in Norfolk. I must say the Navy

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kept the secret beautifully and I fell for it hook, line, and sinker. Imagine my consternation when I stepped off the Admiral's barge which had been sent for me, walked up the stairs or the gangplank or the ladder or whatever you call that gadget that hangs over the side, of a boat, that is, climbed up to the deck to be greeted by appropriate side boys and a boatswain's whistle (as a brand new Second Lieutenant I was entitled to one-half a side boy and one short toot on the whistle) to find the Admiral, most of his staff, and half of the ship's complement there to greet me for my official call on the American Consul General in Norfolk. There are still a lot of sailors wandering around loose in the Navy who won't let me forget this.

PA\* 117 00 A 1 T30

1 October 1964

Major Helen E. Strong, USAF  
Special Programs Group  
Armed Forces Staff College  
Norfolk, Virginia 23511

Dear Major Strong:

In accordance with our telephone conversation today, I am attaching a biographic sketch of General Carter and his career.

As I explained to you, I may not be able to provide you with precise details about the mode of travel which General Carter will use to reach the College on Monday morning, 26 October, until sometime that morning. In any event, I will be certain to let you know just as soon as it is possible.

In the meantime, feel free to call me with any questions you may have. My telephone number is

STAT

Thanks again for your letter of 23 September.

Sincerely,

*D*

Executive Assistant

STAT

Attachment: Biographic Sketch

EHK:blh (1 Oct 64)

Distribution:

0 - Adse

1 - DDCI speech file

1 - EA/DDCI chrono

1 October 1964

General Carter:

Your address to the Armed Forces Staff College is scheduled for 10:00 a.m. Monday, 26 October. The address will run from 45 to 50 minutes followed by a 15 minute break and then a question and answer period.



STAT

**DDCI REMARKS TO 36th CLASS OF ARMED FORCES STAFF  
COLLEGE, NORFOLK, VIRGINIA  
26 October 1964**

Good morning, gentlemen:

And thank you very much for that fine obituary, General. I am particularly happy to be here in the Tidewater area this morning, not alone because of the privilege of addressing you but because it brings back many fond memories. It so happens that I was born at Fort Monroe, Virginia, just across the Bay here about 75 years ago, and have been stationed there several times since. I also have fond memories of an incident that occurred when I was at the National War College. You will recall that during the '49 and '50 era, the Air Force and the Navy were having violent arguments about whether to spend a limited military budget on B-36 bombers or super-carriers. About this time, one of the Navy's boats (it was the USS Missouri and I know should be called a ship) ran aground on a sand bar right out in the back yard here in the Bay. For several days, Navy support equipment was unable to shake her loose. I am sure you can imagine the consternation resulting and the near riot that was barely averted when an Air Force officer proposed in open forum at the National War College that the Air Force supply a B-36 for a "snatch job" to get the Missouri off the sand bar. Needless to say, that officer, then a Colonel, is now a four-star General!!

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64-54001A

5 September 1964

Major General J. Stanley Holtoner  
Commandant  
Armed Forces Staff College  
Norfolk, Virginia

Dear General Holtoner:

This responds to your letter of 30 July to Mr. McCone requesting an address on 26 October to the 36th class on the Central Intelligence Agency.

I have held the letter, hoping that we could arrange Mr. McCone's presence for you. Unfortunately, however, he is otherwise committed and will not be able to make the presentation.

I am pleased to accept for myself and have put the date on my calendar as a firm commitment. In the event an overriding requirement would dictate a substitute, I propose our Executive Director, Mr. Lyman Kirkpatrick, who made a similar presentation to the college last year.

My Executive Assistant, [redacted] will work out with Commander Allen the necessary administrative arrangements. I would be pleased to stay for lunch at the college.

STAT

Faithfully yours,

1/

Marshall S. Carter  
Lieutenant General, USA  
Deputy Director

ExDir/LBK:drm

Rewritten: DDCI/MSB:blp (5 Sep 64)

Distribution:

Original - Addressee 1 - DCI w/basic  
1 - ExDir 1 - ER 1 - DDCI w/ey basic + att 5  
1 - Director of Training w/ey basic

ARMED FORCES STAFF COLLEGE  
OFFICE OF THE COMMANDANT  
NORFOLK, VIRGINIA 23511



30 July 1964

Honorable John A. McCone  
Director, Central Intelligence Agency  
Washington, D. C. 20505

Dear Mr. McCone:

One phase of our curriculum at the Armed Forces Staff College is devoted to the executive departments and agencies which make major contributions to national defense and security. This orientation is designed to provide students with the comprehensive background needed for effective joint and combined military planning. Thus, student understanding of the intelligence community and its contribution to the national policy-making process is an essential element in their background preparation.

We would be honored if you, or alternatively, your Deputy, General Carter, would address the Thirty-sixth Class on the Central Intelligence Agency. The lecture, from which student allied observers will be excluded, is scheduled for 8 a.m. on Monday, 26 October 1964.

I hope that your schedule will permit you to accept this invitation. If so, Commander Joseph W. Allen, USN, will coordinate the arrangements for your visit.

I am looking forward to welcoming you to the College and hope that you will be able to stay for a small, informal luncheon with us.

Sincerely,

J. STANLEY HOLTNER  
Major General, USAF  
Commandant

- 2 Atch  
1. Information for Guest  
Speakers  
2. Syllabus Extract, AG-6

STAT

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ARMED FORCES STAFF COLLEGE  
NORFOLK, VIRGINIA 23511

19 August 1963

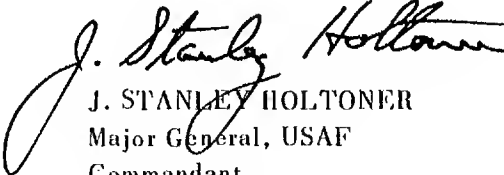
To the Guest Speaker:

Certain phases of instruction at the Armed Forces Staff College are offered through the medium of guest lectures. Such expert opinions and views of recognized authorities, in our belief, constitute an essential part of the education of commanders and staff officers. I am pleased, therefore, to invite you to share with us your thinking on the selected subject.

Your visit to the Staff College will undoubtedly generate some questions in your mind; to answer these, this pamphlet has been prepared as a guide. It will acquaint you with the mission of the College and the character of our institution. It will supply you with information on the auditorium, training aid facilities, and travel arrangements.

We will help in any way we can to make your visit enjoyable and stimulating. I look forward to welcoming you personally to the Armed Forces Staff College.

Sincerely,

  
J. STANLEY HOLTONER  
Major General, USAF  
Commandant

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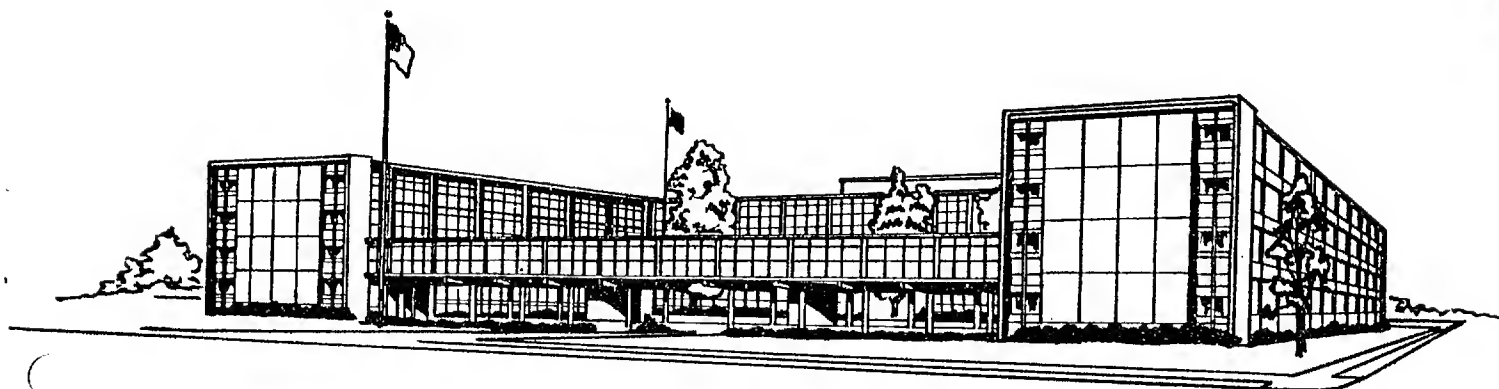
## SECTION I

### GENERAL INFORMATION

**I. LOCATION.** The Armed Forces Staff College is located in north-west Norfolk, Virginia, at 7800 Hampton Boulevard, about 5 miles north of the city's business section and about 2 miles south of the U. S. Naval Station. The College is served by the Sewells Point Area telephone exchange: 622-8211.

College Offices	Extension
Commandant	5302
Deputy Commandant, USN	5305
Deputy Commandant, USA	5307
Deputy Commandant, USAF	5676
Executive	5676
Secretary	5614

**2 ESTABLISHMENT AND MISSION.** The Armed Forces Staff College was established on 13 August 1946 as a joint institution under the jurisdiction of the Joint Chiefs of Staff. The mission of the College is to conduct a course of study in joint and combined organization, planning, and operations, and in related aspects of national and international security, in order to enhance the preparation of selected military officers for duty in all echelons of joint and combined commands. Two 5-month courses are presented each year, terminating in January and June. In addition to approximately 225 U. S. officers of the Army, Navy, Marine Corps, and Air Force, the student body includes representatives from several U. S. government agencies and a few allied observers from the United Kingdom, Canada, Australia, and France. U. S. students are cleared for U. S. Top Secret information; allied observers are cleared by their own governments for access to information of their national classification corresponding to Top Secret. It is the policy of the College to include the allied observers in as much instruction as U. S. security regulations permit. It is not therefore considered desirable to exclude these officers from any part of the lecture program unless it is absolutely necessary.



## NORMANDY HALL

### ARMED FORCES STAFF COLLEGE

This impressive new building, dedicated in June 1962, is the heart of the College. A 4-story steel frame structure containing 167,000 square feet of floor space, it houses all the academic and most of the administrative and support activities. The building is air-conditioned, with individual controls in each room; an elevator and electric stairs serve all floors. The complete facility includes a parking lot for approximately 190 cars at the rear of the building. The first floor consists of the main lobby with reception desk, the Naval Administrative Command and College administrative offices, the Training Aids Branch, a briefing room, and a rehearsal room. The second floor contains the offices of the Commandant, the Deputy Commandants, the Department of State Representative, the Executive, the Secretary, and the faculty. In addition, the reference library, a 701-seat auditorium, a coffee bar, and a barber shop are on this floor. The third and fourth floors are devoted to student offices and seminar rooms; the third floor also contains the Student Service Center and a student lounge. In the student area there are 18 seminar rooms and 59 offices.

## SECTION II

### PROCEDURES AND FACILITIES

#### 3. AUDITORIUM

a. All guest lectures are presented in the College auditorium in Normandy Hall. The auditorium seats approximately 700 persons, but audiences do not normally exceed 300. Attendance is limited to the faculty, staff, and student body of the College and to senior officers of the armed Services from adjacent commands. The speaker's rostrum is equipped with a lapel microphone to permit freedom of movement on the platform. The public address system is regulated to conform to the speaker's voice for audibility throughout the auditorium.

b. It is customary for guest lecturers to give a 45-minute address. After a short break, which affords the students an opportunity to formulate questions on the subject presented, there is a discussion period during which the lecturer answers questions from the audience. This period is monitored by a member of the faculty and student assistants handle microphones, which are passed to prospective questioners in the audience. Students are encouraged to participate in accordance with their education, training, and experience. The speaker can expect the students to be a receptive audience, contributing timely and stimulating questions which may touch upon controversial aspects of the subject, delve further into the material presented, or attempt to clarify certain points raised by the speaker. Since the real value of the guest lecture program is the frank discussion of classified or controversial subjects by eminent speakers, the College safeguards this privilege of open, frank discussion. The auditorium is secure and intellectual freedom is a fact. The speaker can be assured that his words will carry no further than his audience.

c. No notes are taken, but the lectures and informal question periods are recorded; however, if the guest speaker requests, no recording will be made. A tape recording of the lecture can be made available to the speaker, if required. The College does not make transcripts of guest lectures available to agencies or persons outside the College without specific approval of the speaker.

#### 4. TRAINING AIDS

a. Since the facilities of the College Training Aids Branch are available to guest speakers, it is therefore suggested that any required charts and slides be made by the College. The size of the auditorium, the long projection distance, the large screens, and the fixed equipment at times do not lend themselves to the best presentation of training



aids prepared for briefing smaller groups in conference size rooms. If, however, previously prepared slides and charts are brought by the speaker, the following information is provided to avoid technical problems in their display:

(1) Standard size slides (3½" high x 4 " long) should be made in the horizontal (long) plane. All slides should be the same type (all in color, or all in black and white) because of the difference in focal points.

(2) Similarly, movie film should be the same type, all in color or all black and white and not interspersed.

(3) Lettering and figures on charts and slides should be of a size suitable for a legible projection blow-up. The specifications set forth in subparagraphs d and e are the minimum which will guarantee successful visual aids presentation.

b. Speakers desiring charts, slides, maps, etc., to complete their presentations are requested to forward a rough draft and explanation of their requirements to the College 3 weeks in advance of the scheduled date of their lecture.

c. The following is a list of available basic equipment in the auditorium which is at the disposal of guest speakers:

Lecterns - adjustable, with pushbutton signal device for change of visual aids.

Microphones - lapel, stand, desk, and hand types.

16mm sound motion picture projectors with optical and magnetic sound track.

Vu-graph (transparency) projectors (front or rear).

14' x 20' movie screen for slide/movie projection.

Slide projectors with carriers/trays which will hold the following size slides: 2" x 2" (35mm); 2½" x 2½"; 2-3/4" x 2-3/4"; 3½" x 3½"; 3½" x 4". Slides may not be more than 1/8" thick.

Tape recorders.

Record players.

14' x 18' translucent front and rear-view projection screen, seamless.

d. For displaying illustrations, charts, or maps, four 12' x 16' vertical backdrop chart panels are available for use on the stage. Lettering on all charts should be a minimum of 2½" in order to be read from the rear of the auditorium.

e. The slide projectors, which have a throw of approximately 86' to the screen, are equipped to handle every possible size slide (see par. c above). However, due to the size of the screen, slides should be masked 3/8" all around in order to fill the screen properly. Lettering should be as large as possible. Slides reproduced from sketches prepared in accordance with the following guides have proved highly satisfactory:

Sketch Size	Height of Letters	No. Spaces Per Line	No. Lines Per Sketch	Reduction Ratio
2½" x 3½"	0.08 in. (min)	42	15	0
5" x 6½"	0.14 in. (min)	53 (upper case) 64 (lower case)	19	2
6¼" x 8-1/8"	0.175 in. (min)	53 (upper case) 78 (lower case)	20	2½
7½" x 9-3/4"	0.20 in. (min)	52 (upper case) 73 (lower case)	19	3
8-3/4" x 11-3/8"	0.24 in. (min)	57 (upper case) 65 (lower case)	20	3½
10" x 13"	0.29 in. (min)	54 (upper case) 68 (lower case)	19	4

These are the minimum sizes used; larger letters may be used with a proportionate reduction in the spacing of letters and in the number of lines per sketch.

f. For security reasons, visual aids that bear the classification Top Secret may be reproduced by the College only in the form of slides.

### SECTION III

## ACCOMMODATIONS

**5. TRANSPORTATION.** Government Transportation Requests for the procurement of necessary commercial transportation and accommodations to Norfolk and return to origin will be furnished by the Armed Forces Staff College. Guest speakers are requested to notify their sponsors sufficiently in advance regarding the mode of travel desired in order that necessary arrangements may be completed. The following means of travel to Norfolk are available:

a. Commercial Air. Norfolk is served by 3 commercial airlines: United, National, and Piedmont.

b. Railroads. The Norfolk and Western Railway serves Norfolk to and from the west via Cincinnati, Ohio, and to and from the north in conjunction with the Pennsylvania Railroad. The Chesapeake and Ohio, and the Seaboard railroads terminate in cities separated from Norfolk by water. By prearrangement, a car and driver can meet all trains except those which terminate at Cape Charles.

c. Buses. Norfolk is served by Greyhound Lines and National Trailways Bus System.

**6. ESCORT.** To permit a member of the faculty to meet them, guest speakers are requested to notify the College a few days in advance regarding their method of travel and time and place of arrival.

**7. QUARTERS.** For speakers desiring to remain overnight, quarters are available at the Bachelor Officers' Quarters, where an officers' mess is in operation.

AG-6: CENTRAL INTELLIGENCE AGENCY (CIA)

Hours and Method: A 1-hour guest lecture followed by a question period.

Purpose: To outline the position of the Central Intelligence Agency in the production of intelligence, its functions and overseas responsibilities, and its relationship to the Department of Defense, the military Services, and the unified commands.

Scope: Discusses the mission of CIA, its relationship with other members of the intelligence community, its contribution in the national policy-making process, its role in overseas operations to include collection capabilities and limitations, and its relationship to U. S. military commands in overseas areas.

12

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FOR THE RECORD:

General Carter was scheduled to give the opening address to Project [ ] at 10:00 on 19 October but had to cancel out due to his trip to the Far East on 17 October.

STAT

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ELL (21 Oct 84)

7-005 6-4- 4538  
1840

Executive Registry  
60-6099

20 OCT 1964

MEMORANDUM FOR: Deputy Director of Central Intelligence

THROUGH : Deputy Director for Support  
Executive Director-Comptroller

SUBJECT : Approval of 1964 Project [ ] Training Program

25X1

1. Paragraph 3 contains a request for approval by the DDCI of a proposed training program.

2. Attached is the proposed schedule of the two-week Project [ ] This is the Eleventh Annual presentation for selected senior military personnel representing the Unified and Specified Commands. It is to be held at Headquarters from 19 through 30 October 1964. In view of your interest in this program last year, I felt that you should have an opportunity to see and approve the proposed schedule. Your approval will also insure the wholehearted support of all of the Agency components involved in the program.

3. It is requested that the Deputy Director of Central Intelligence approve the attached schedule of the 1964 presentation of Project [ ]

MATTHEW BAIRD  
Director of Training

Attachment as stated

GROUP 1  
Excluded from automatic  
downgrading and  
declassification

**SECRET**

CONCUR:

SIGNED R. L. Bannerman  
Deputy Director for Support

2 SEP 1964  
Date

The request contained in paragraph 3 is approved:

(Signed) Marshall S. Carter  
Deputy Director of Central Intelligence

2 SEP 1964  
Date

Distribution:

- O & 1 - Addressee *DTR*
- ✓ 1 - ~~Ex Dir~~ ~~Compt~~ *DDC 1*
- 1 - ER
- 2 - DDS
- 1 - WPS
- 2 - DTR
- 1 - OS/TR

SEP 5 3 32 PM '64

SEP 2 10 12 AM '64

**SECRET**



**SECRET**

**SCHEDULE**

Project [REDACTED]

19 - 30 October 1964

25X1

**FIRST WEEK**

**Monday, 19 October 1964**

0900 - 0950 Registration

1000 - 1020 Welcome

Lt. Gen. Marshall S. Carter  
Deputy Director, Central  
Intelligence

25X1

1020 - 1040 Introduction to Course, Purpose and  
Scope

1040 - 1100 Administration and Security

[REDACTED]  
Course Director,  
Office of Training

**I. CIA and the Intelligence Community**

1110 - 1200 Background and History of CIA

Mr. Lyman B. Kirkpatrick  
Executive Director -  
Comptroller

1300 - 1330 Film: "DDI #1"

1340 - 1500 National Security Relationships,  
the USIB and Introduction to CIA  
Functions

[REDACTED]  
CIA Briefing Officer

25X1

1510 - 1600 Intelligence Community Coordina-  
tion

Mr. John A. Bross  
Deputy to the DCI for  
National Intelligence  
Programs Evaluation

Tuesday, 20 October 1964

II. The Production of Intelligence

0900 - 0950	Office of Operations	<u>Mr. Joseph Larocque, Jr.</u> Assistant Director for Operations	
1000 - 1100	Organization and Mission of the Directorate of Intelligence	<u>Mr. Ray S. Cline</u> Deputy Director for Intelligence	
1110 - 1200	Film: "DDI #2"		
1300 - 1430	CIA Intelligence Indices	<div style="border: 1px solid black; width: 300px; height: 25px; margin-bottom: 5px;"></div> Executive Assistant, Office of Central Reference	25X1
1440 - 1530	The National Intelligence Survey Program	<div style="border: 1px solid black; width: 250px; height: 25px; margin-bottom: 5px;"></div> Assistant Director for Basic Intelligence	25X1
1540 - 1630	CIA Responsibilities for Current Intelligence	<div style="border: 1px solid black; width: 250px; height: 25px; margin-bottom: 5px;"></div> Chief, Presentation Staff, Office of Current Intelligence	25X1

~~SECRET~~

Wednesday, 21 October 1964

0900 - 1100      Photographic Intelligence

Mr. Arthur C. Lundahl  
Director, National  
Photographic Interpretation  
Center

1110 - 1200      Scientific Intelligence

Representative of the  
Office of Scientific  
Intelligence

1300 - 1410      Film: "DDI #3"

1420 - 1520      Economic and Geographic Research

Deputy Assistant Director,  
Office of Research and  
Reports

25X1

1530 - 1630      Production of National Estimates

Mr. Sherman Kent  
Assistant Director for  
National Estimates

Thursday, 22 October 1964

0900 - 1000    Panel: DD/I

Representatives of DD/I

III. The Directorate of Science and Technology

1010 - 1130    Mission and Functions of the  
                 Directorate of Science and  
                 Technology

Dr. Albert D. Wheelon  
Deputy Director for  
Science and Technology

IV. The Clandestine Services

1140 - 1230    Organization and Mission of the  
                 Clandestine Services

Mr. Richard Helms  
Deputy Director for Plans

1330 - 1430    Clandestine Collection of  
                 Information

 25X1  
Deputy Chief, Foreign  
Intelligence Staff

1440 - 1500    Film: "President Kennedy's  
                 Press Conference"

1510 - 1630



25X1

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Tuesday, 27 October 1964

0900 - 1000	Military Requirements	<div data-bbox="1036 472 1474 562" style="border: 1px solid black; width: 270px; height: 43px;"></div>	25X1
1010 - 1200	Visit to CIA Library, Graphics and Biographic Registries and Map Library		
1300 - 1400	War and Contingency Planning - Near East/Africa	<div data-bbox="1019 716 1497 772" style="border: 1px solid black; width: 294px; height: 27px;"></div> Chief, Near East Division	25X1
1410 - 1500	War and Contingency Planning - Eastern Europe	<div data-bbox="1019 827 1406 892" style="border: 1px solid black; width: 238px; height: 31px;"></div> Deputy Chief, Eastern Europe Division	25X1
1510 - 1630	Current World Problems - Area Seminars		

~~SECRET~~

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Wednesday, 28 October 1964

0900 - 0950	War and Contingency Planning - Soviet Union	<div data-bbox="1036 459 1393 533"></div> Chief, Soviet Russia Division	25X1
1000 - 1100	War and Contingency Planning - Western Hemisphere	Representative of the Western Hemisphere Division	
1110 - 1200	War and Contingency Planning - Far East	Representative of the Far East Division	
1300 - 1400	Operations in Southeast Asia	<div data-bbox="1031 863 1435 932"></div> Far East Division	25X1
1410 - 1630	Paramilitary Exhibit and Records Integration Division Tours  (Groups attending concurrently)	Special Operations Division and Records Integration Division	

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## VI. Operational Support

25X1

**Director of Communications**

**Representative of the  
Office of Personnel**

**Representative of the  
Office of Logistics**

25X1



Friday, 30 October 1964

0900 - 1000    World Situation Briefing

[Redacted]  
Office of National  
Estimates

25X1

1010 - 1200    General Roundup Seminar

War Plans Staff and  
Office of Training  
Representatives

1300 - 1350    Preparation of Critiques

1400 - 1430    Closing Remarks

The Honorable John A. McCone  
Director of Central  
Intelligence

1440 -        Final Administration

[Redacted]  
Course Director

25X1



DDCI's REMARKS TO 17th ANNIVERSARY CEREMONY  
Auditorium, 1200 Friday, 18 September 1964

I wish to congratulate all of you here present who are receiving awards and those not present who will also receive them. The fact that the Agency has so many personnel who have served 10 or 15 years is one of the major reasons for our ability to accomplish those things required of us. We are the envy of other departments and agencies in the longevity we have established, and there is no substitute in intelligence for experience.

The age of the Agency is not a true indication of the degree of maturity that we have achieved. It has been a turbulent, trying, tempestuous 17 years in which the Central Intelligence Agency had no choice but to mature quickly.

The past year has been no exception. Crisis has followed crisis. All Agency assets have been fully committed and all personnel have been asked to devote long hours to accomplishing our objectives. Through these crises, whether in Washington or in the field, we have met our responsibilities and we're proud of our achievements.

While the Agency has had failures--some important and widely heralded--it has an impressive record of continuous success and accomplishment that has established it as one of the most important and respected organizations in the national security structure.

The future we face is one of challenge. We should expect that there will be constant crises in all areas of the world. We can expect that our assets--personnel, financial, material--will be strained to the limit to do those things we are asked and expected to do. We anticipate carrying heavy loads of responsibility in every area of activity, and doing it well. These will range from a heavy load of communications for ourselves and others, requirements for collection of the unobtainable, demands for analysis of the inscrutable, estimates on fog beclouded futures, and developments that will push back the frontiers of knowledge of our profession. I am confident that we can do all of these things.

Congratulations to the Agency and all of its personnel on this anniversary. We should use this occasion to rededicate ourselves to greater efforts and better accomplishments. With this spirit we can meet the challenge and continue our record of exceptional achievement.